



# Highlights Report DHA



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RESPONSES:
497 of 600
RESPONSE RATE:
83%

# EXPLORING YOUR RESULTS



Take time to understand your report. Consider your response rate to determine how representative your results are of the views of your colleagues.



Most questions in this report have information about the proportion of colleagues responding positively, neutrally or negatively.



Identify the areas where you are performing well. These will tend to be high results which are notably above any comparative results. Celebrate these results.



Identify areas that need improvement. These will be the lower results, and/or those which are scoring notably below your comparators.



Generally a difference of  $-/+$  5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## HOW ENGAGED IS YOUR TEAM?

EMPLOYEE ENGAGEMENT IS MORE THAN SIMPLY JOB SATISFACTION OR COMMITMENT TO AN ORGANISATION. IT IS THE EXTENT TO WHICH EMPLOYEES ARE MOTIVATED, INSPIRED AND ENABLED TO IMPROVE AN ORGANISATION'S OUTCOMES.

YOUR EMPLOYEE ENGAGEMENT INDEX SCORE		72	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
SAY	Overall, I am satisfied with my job	72	16	12	72%	+1	-1	-3	-4
	I am proud to work in my agency	76	18	6	76%	+5 ⬆️	0	0	-3
	I would recommend my agency as a good place to work	66	19	16	66%	+6 ⬆️	-3	-1	-4
	I believe strongly in the purpose and objectives of my agency	85	13	2	85%	+2	+1	-2	-3
STAY	I feel a strong personal attachment to my agency	61	26	12	61%	+4	+1	+1	-1
	I feel committed to my agency's goals	85	11	4	85%	+5 ⬆️	+2	0	-1
STRIVE	I suggest ideas to improve our way of doing things	86	12	2	86%	-4	-1	-3	-3
	I am happy to go the 'extra mile' at work when required	91	9	0	91%	0	+1	0	0
	I work beyond what is required in my job to help my agency achieve its objectives	84	12	4	84%	+2	+3	+1	+2
	My agency really inspires me to do my best work every day	59	26	15	59%	+8 ⬆️	+1	0	-2

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# LEADERSHIP - IMMEDIATE SUPERVISOR



## IMMEDIATE SUPERVISOR

THE IMMEDIATE SUPERVISOR SCORE ASSESSES HOW EMPLOYEES VIEW THE LEADERSHIP BEHAVIOURS OF THEIR IMMEDIATE SUPERVISOR IN LINE WITH THE *APS LEADERSHIP CAPABILITY FRAMEWORK*.

YOUR IMMEDIATE SUPERVISOR INDEX SCORE		74	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
					+3	-2	-2	-2

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	77	12 10	77%	+5 ⬆️	-2	-2	-2
	My supervisor can deliver difficult advice whilst maintaining relationships	80	12 8	80%	+7 ⬆️	+2	+1	+1
	My supervisor invites a range of views, including those different to their own	82	12	82%	+8 ⬆️	0	0	-1
	My supervisor encourages my team to regularly review and improve our work	82	9 9	82%	+6 ⬆️	+1	+1	+1
	My supervisor is invested in my development	75	14 11	75%	+5 ⬆️	-1	-1	-2
	My supervisor ensures that my workgroup delivers on what we are responsible for	84	9	84%	+4	-3	-3	-3

### Other similar questions

My supervisor provides me with helpful feedback to improve my performance	78	12 10	78%	+7 ⬆️	+1	+1	+1
My immediate supervisor encourages me	77	15 8	77%	+7 ⬆️	+1	0	0

#### KEY

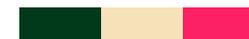


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# LEADERSHIP - SES MANAGER



## SES MANAGER

THE SES MANAGER SCORE ASSESSES HOW EMPLOYEES VIEW THE LEADERSHIP BEHAVIOURS OF THEIR IMMEDIATE SES MANAGER IN LINE WITH THE APS LEADERSHIP CAPABILITY FRAMEWORK.

YOUR SES MANAGER LEADERSHIP INDEX SCORE		64	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
SES Manager	My SES manager clearly articulates the direction and priorities for our area	60	24	16	60%	+5 ↑	-8 ↓	-6 ↓	-8 ↓
	My SES manager presents convincing arguments and persuades others towards an outcome	53	34	14	53%	+2	-9 ↓	-8 ↓	-11 ↓
	My SES manager promotes cooperation within and between agencies	59	29	12	59%	+2	-8 ↓	-5 ↓	-9 ↓
	My SES manager encourages innovation and creativity	57	27	15	57%	0	-7 ↓	-5 ↓	-8 ↓
	My SES manager creates an environment that enables us to deliver our best	58	25	18	58%	+4	-6 ↓	-6 ↓	-7 ↓
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	68	23	9	68%	+3	-5 ↓	-6 ↓	-8 ↓
<b>Other similar questions</b>									
	In my agency, the SES work as a team	49	32	19	49%	+6 ↑	-5 ↓	-7 ↓	-5 ↓
	In my agency, the SES clearly articulate the direction and priorities for our agency	52	28	20	52%	-2	-11 ↓	-12 ↓	-12 ↓
	In my agency, communication between SES and other employees is effective	45	30	25	45%	+2	-8 ↓	-9 ↓	-8 ↓
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	61	27	12	61%	-	-5 ↓	-5 ↓	-7 ↓
<b>KEY</b> <span style="display: inline-block; width: 15px; height: 15px; background-color: #2e7d32; border: 1px solid black; margin-right: 5px;"></span> <b>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</b> <span style="display: inline-block; width: 15px; height: 15px; background-color: #ffc107; border: 1px solid black; margin-left: 20px; margin-right: 5px;"></span> <span style="display: inline-block; width: 15px; height: 15px; background-color: #dc3545; border: 1px solid black; margin-left: 20px; margin-right: 5px;"></span> <b>AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</b> <span style="float: right; margin-left: 20px;">             Positive Neutral Negative  <span style="display: inline-block; width: 15px; height: 15px; background-color: #2e7d32; border: 1px solid black; margin-right: 5px;"></span> <span style="display: inline-block; width: 15px; height: 15px; background-color: #ffc107; border: 1px solid black; margin-right: 5px;"></span> <span style="display: inline-block; width: 15px; height: 15px; background-color: #dc3545; border: 1px solid black;"></span> </span>									

# COMMUNICATION AND CHANGE



## COMMUNICATION

THE COMMUNICATION SCORE MEASURES COMMUNICATION AT THE INDIVIDUAL, GROUP AND AGENCY LEVEL.

## CHANGE

EFFECTIVE COMMUNICATION IS AN IMPORTANT PART OF ANY CHANGE PROCESS. NOTE THESE QUESTIONS DO NOT CONTRIBUTE TO THE ABOVE INDEX SCORE.

<b>YOUR COMMUNICATION INDEX SCORE</b>	<b>64</b>	<b>RESPONSE SCALE</b>	<b>% POSITIVE</b>	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
				+3	-4	-3	-4

Communication	My supervisor communicates effectively	81	7 11	81%	+10 ⬆	+1	+1	+1
	My SES manager communicates effectively	60	22 18	60%	+4	-9 ⬇	-7 ⬇	-9 ⬇
	Internal communication within my agency is effective	48	26 26	48%	+2	-8 ⬇	-8 ⬇	-9 ⬇

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	61	18 21	61%	+2	-7 ⬇	-9 ⬇	-9 ⬇
	Staff are consulted about change at work	42	37 22	42%	-1	-8 ⬇	-7 ⬇	-8 ⬇
	Change is managed well in my agency	40	28 32	40%	+5 ⬆	-3	-3	-3

<b>KEY</b>	<b>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</b>	<b>AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</b>	Positive Neutral Negative 
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# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My job gives me opportunities to utilise my skills		<b>81%</b>	+3	+2	0	-1
I have a choice in deciding how I do my work		<b>66%</b>	+1	+2	-1	-5 ↓
Where appropriate, I am able to take part in decisions that affect my job		<b>65%</b>	0	-4	-6 ↓	-7 ↓
I am clear what my duties and responsibilities are		<b>80%</b>	-2	+1	+2	+1
I am satisfied with the recognition I receive for doing a good job		<b>59%</b>	+1	-7 ↓	-8 ↓	-10 ↓
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		<b>59%</b>	-7 ↓	+7 ↑	+5 ↑	+3
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		<b>76%</b>	-4	+2	0	-1
I am satisfied with the stability and security of my job		<b>73%</b>	+1	-8 ↓	-2	-7 ↓
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		<b>86%</b>	+2	+7 ↑	+4	+3

## KEY

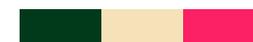


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
I feel a strong personal attachment to the APS		60%	+6 	-2	-2	+1
I understand how my role contributes to achieving an outcome for the Australian public		92%	+1	0	0	-1
I believe strongly in the purpose and objectives of the APS		83%	+3	-1	-2	-2

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## What best describes your current workload?

Well above capacity - too much work		27%	-5 	+3	+3	+3
Slightly above capacity - lots of work to do		45%	+3	+5 	+2	+4
At capacity - about the right amount of work to do		23%	+4	-7 	-4	-5 
Slightly below capacity - available for more work		5%	-1	-1	-1	-1
Well below capacity - not enough work		0%	0	-1	-1	-1

### KEY

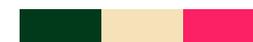


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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		82%	+8 ⬆️	+3	+3	+4
My supervisor actively ensures that everyone can be included in workplace activities		82%	+6 ⬆️	-1	0	-1
I receive the respect I deserve from my colleagues at work		79%	-1	-2	-2	-3

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		9%	-3	-5 ⬇️	-4	-4
Flexible hours of work		28%	-4	0	0	-2
Compressed work week		8%	+2	+4	+4	+4
Job sharing		1%	0	0	0	0
Working away from the office/working from home		67%	+1	+10 ⬆️	+3	+2
None of the above		16%	-3	-10 ⬇️	-4	-4

**KEY**

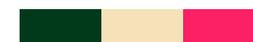


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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# ENABLING INNOVATION



## ENABLING INNOVATION

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WILLING AND ABLE TO BE INNOVATIVE, AND WHETHER THEIR AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO.

YOUR ENABLING INNOVATION INDEX SCORE		64	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES	
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	81	14	81%	+1	+1	0	-1	
	My immediate supervisor encourages me to come up with new or better ways of doing things	74	17	9	74%	+2	+2	0	-1
	People are recognised for coming up with new and innovative ways of working	49	35	16	49%	-5⬇️	-9⬇️	-7⬇️	-9⬇️
	My agency inspires me to come up with new or better ways of doing things	56	28	16	56%	+1	+7⬆️	+5⬆️	+4
	My agency recognises and supports the notion that failure is a part of innovation	38	45	17	38%	-3	-1	-1	-1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING POLICIES AND SUPPORT



## WELLBEING

THE WELLBEING SCORE PROVIDES A MEASURE OF THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT.

YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE		69	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES	
					+7	+1	-2	-1	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	67	24	9	67%	+13	+3	+1	+3
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	64	25	10	64%	+17	+2	-1	+1
	My agency does a good job of promoting health and wellbeing	64	25	11	64%	+15	+1	-2	0
	I think my agency cares about my health and wellbeing	63	23	14	63%	+9	+2	-3	-2
	I believe my immediate supervisor cares about my health and wellbeing	84	10		84%	+5	-1	-2	-3

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## How often do you find your work stressful?

Always		7%	+1	+2	+3	+3
Often		29%	-3	+3	+4	+5 
Sometimes		45%	+1	-4	-5 	-5 
Rarely		18%	+2	0	-1	-1
Never		1%	-2	-1	-1	-1

## To what extent is your work emotionally demanding?

To a very large extent		10%	-2	+2	+3	+3
To a large extent		24%	+4	+3	+2	+4
Somewhat		34%	-3	-4	-4	-3
To a small extent		22%	+1	-1	-2	-3
To a very small extent		9%	0	0	0	-1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>I feel burned out by my work</b>					
Strongly agree		10%	-3	+2	+2
Agree		30%	+2	+6 	+7 
Neither agree nor disagree		27%	-1	-4	-3
Disagree		28%	+3	-1	-2
Strongly disagree		5%	-1	-2	-3

## In general, would you say that your health is:

Excellent		10%	+3	0	0
Very good		31%	-5 	-3	-4
Good		43%	+4	+5 	+5 
Fair		13%	-1	-2	-1
Poor		3%	0	0	0

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent		24%	0	-4	-5 ↓	-5 ↓
Very good		59%	+4	+5 ↑	+3	+4
Average		15%	-2	0	+2	+1
Below average		2%	-1	0	0	0
Well below average		0%	0	0	0	0

In the last month, please rate your agency's success in meeting its goals and objectives

Excellent		10%	0	-6 ↓	-6 ↓	-7 ↓
Very good		52%	+2	-2	-3	-4
Average		30%	-4	+5 ↑	+6 ↑	+7 ↑
Below average		6%	+2	+2	+2	+3
Well below average		2%	-1	0	+1	+1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well		<b>79%</b>	+4	+1	-1	-1
My workgroup has the tools and resources we need to perform well		<b>56%</b>	+5 	-2	-4	-2
The people in my workgroup use time and resources efficiently		<b>77%</b>	+1	+1	-1	-1
My workgroup can readily adapt to new priorities and tasks		<b>83%</b>	+2	-1	-3	-1
The people in my workgroup cooperate to get the job done		<b>88%</b>	+2	0	-1	-1

## KEY

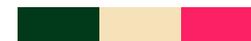


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# RETENTION



EMPLOYEES WHO INDICATED THAT THEY WANTED TO LEAVE THEIR CURRENT POSITION AS SOON AS POSSIBLE OR WITHIN THE NEXT 12 MONTHS WERE ASKED WHAT THEIR PLANS WERE.

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>Which of the following statements best reflects your current thoughts about working in your current position?</b>						
I want to leave my position as soon as possible		<b>9%</b>	0	-1	0	0
I want to leave my position within the next 12 months		<b>19%</b>	0	-5 ↓	-5 ↓	-4
I want to stay working in my position for the next one to two years		<b>31%</b>	-6 ↓	-6 ↓	-7 ↓	-10 ↓
I want to stay working in my position for at least the next three years		<b>41%</b>	+5 ↑	+12 ↑	+11 ↑	+13 ↑
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		<b>1%</b>	-1	-4	-2	-3
I am pursuing another position within my agency		<b>24%</b>	+2	-17 ↓	-1	-2
I am pursuing a position in another agency		<b>44%</b>	+2	+17 ↑	+6 ↑	+7 ↑
I am pursuing work outside the APS		<b>12%</b>	-7 ↓	+1	-2	-2
It is the end of my non-ongoing, casual or contracted employment		<b>4%</b>	+3	+1	-2	-1
Other		<b>14%</b>	+2	+1	+1	+1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RETENTION



EMPLOYEES WERE ALSO ASKED FOR THE PRIMARY REASON BEHIND THEIR DESIRE TO LEAVE AND COULD SELECT ONE RESPONSE FROM A LIST OF ITEMS.

ONLY THE FIVE REASONS FOR LEAVING WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I wish to pursue a promotion opportunity	17%	-	-	-	-
There are a lack of future career opportunities in my agency	11%	-	-	-	-
I am expected to do more work than I reasonably can	11%	-	-	-	-
My immediate supervisor's leadership is of a poor quality	8%	-	-	-	-
I can receive a higher salary elsewhere	7%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE TYPES OF DISCRIMINATION WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

DISCRIMINATION	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?</b>						
Yes		<b>7%</b>	+1	-4	-2	-2
No		<b>93%</b>	-1	+4	+2	+2
<b>Did this discrimination occur in your current agency?</b>						
Yes		<b>88%</b>	+1	-4	0	-1
No		<b>13%</b>	-1	+4	0	+1
<b>Basis for the discrimination that you experienced (3 highest responses):</b>						
Other		<b>39%</b>	-	-	-	-
Age		<b>23%</b>	-	-	-	-
Gender		<b>16%</b>	-	-	-	-

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO PERCEIVED HARASSMENT OR BULLYING IN THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF HARASSMENT OR BULLYING THEY EXPERIENCED. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE OPTIONS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

## HARASSMENT AND BULLYING

### RESPONSE SCALE

%

VARIANCE FROM 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM SMALLER OPERATIONAL AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

Yes		9%	-1	-2	-1	-1
No		86%	+1	+2	+1	+1
Not sure		5%	0	0	0	0

Types of harassment or bullying experienced (3 highest responses):

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		48%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		43%	-	-	-	-
Deliberate exclusion from work-related activities		31%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		48%	+13 ↑	+13 ↑	+8 ↑	+13 ↑
It was reported by someone else		5%	0	-3	-3	-5 ↓
I did not report the behaviour		48%	-13 ↓	-10 ↓	-5 ↓	-8 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO INDICATED THAT THEY HAD WITNESSED POTENTIAL CORRUPT BEHAVIOUR WERE ASKED TO DESCRIBE THE BEHAVIOUR. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE TYPES OF CORRUPT BEHAVIOURS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES AND WITH RESULTS FOR THE APS OVERALL.

CORRUPTION	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?</b>						
Yes		5%	+2	+1	+1	+1
No		88%	-3	-3	-1	-2
Not sure		4%	+1	0	0	0
Would prefer not to answer		4%	+1	+2	+1	+1
<b>Types of corrupt behaviours witnessed (3 highest responses):</b>						
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		59%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		27%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		23%	-	-	-	-
<b>Did you report the potentially corrupt behaviour?</b>						
I reported the behaviour in accordance with my agency's policies and procedures		40%	+22 ↑	+20 ↑	+21 ↑	+21 ↑
It was reported by someone else		10%	+1	-6 ↓	-8 ↓	-7 ↓
I did not report the behaviour		50%	-23 ↓	-14 ↓	-13 ↓	-14 ↓
<b>KEY</b>			↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		

# DEMOGRAPHICS

How do you describe your gender?	Responses
Man or male	35%
Woman or female	63%
Non-binary	0%
I use a different term	0%
Prefer not to say	2%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	2%
No	98%

Do you have an ongoing disability?	Responses
Yes	8%
No	92%

Do you have carer responsibilities?	Responses
Yes	43%
No	57%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	6%
No	94%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	74%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	11%
North-West European (excluding Anglo-European)	2%
Southern and Eastern European	4%
South-East Asian	7%
North-East Asian	2%
Southern and Central Asian	2%
North American	1%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	1%
Sub-Saharan African	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	7%
No	82%
Not sure	11%

# AGENCY POSITION



## AGENCY POSITION

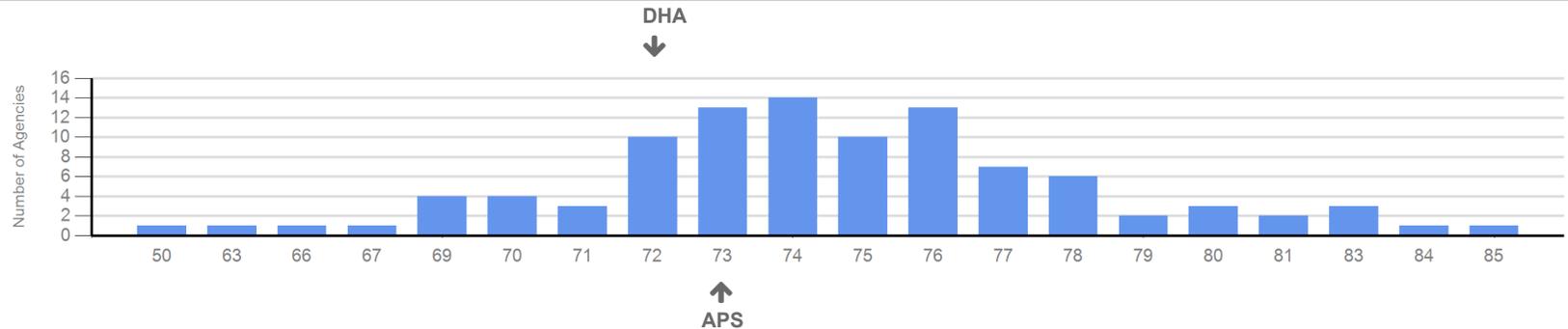
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE OVERALL APS INDEX SCORE AND THE SCORES OF OTHER AGENCIES.

ALONG THE LINE (Y-AXIS) ARE THE INDEX SCORES. THE HEIGHT OF THE BAR (X-AXIS) IS HOW MANY AGENCIES HAVE THAT INDEX SCORE.

PLEASE NOTE, THE Y-AXIS VALUES ARE NOT CONSECUTIVE AS ONLY INDEX SCORES RECEIVED BY AN AGENCY ARE REPRESENTED.

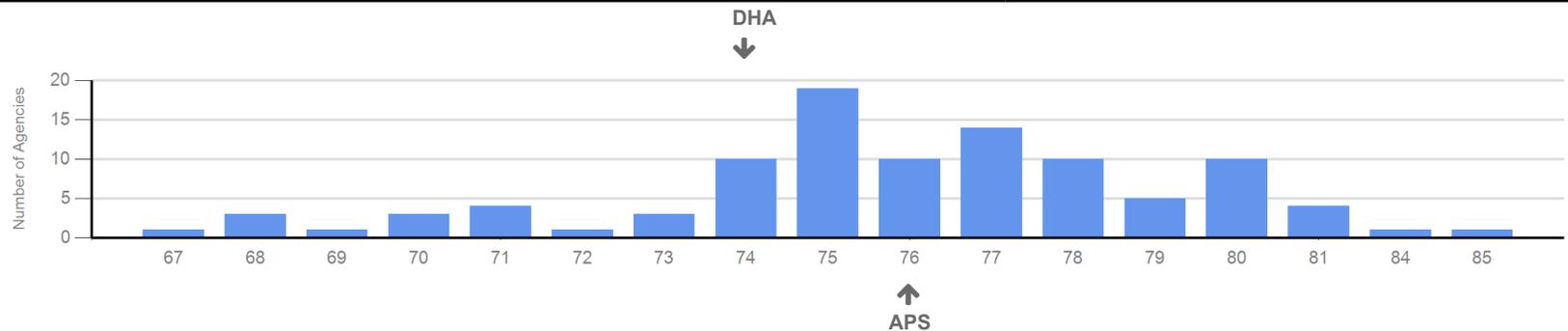
### Employee Engagement Index

Ranking : 80th of 100



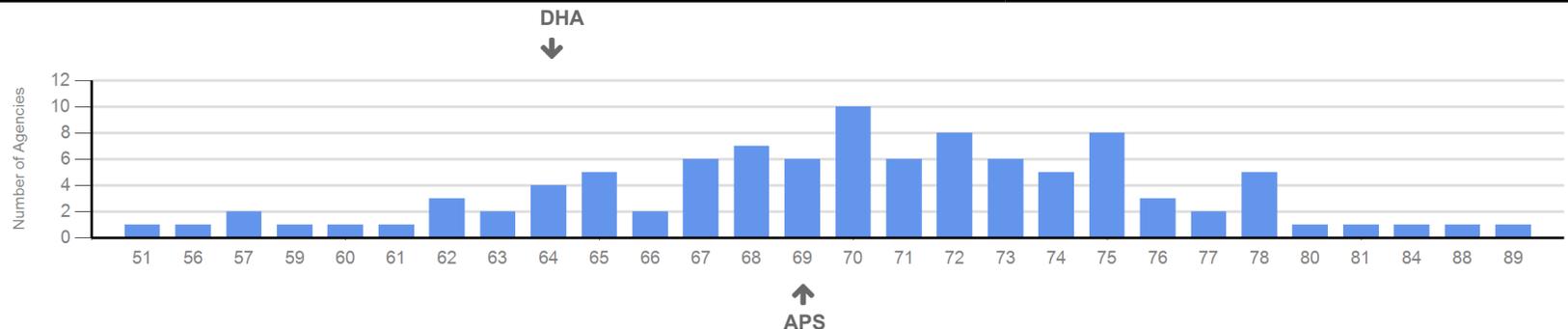
### Leadership – Immediate Supervisor Index

Ranking : 79th of 100



### Leadership – SES Manager Index

Ranking : 86th of 100



# AGENCY POSITION



## AGENCY POSITION

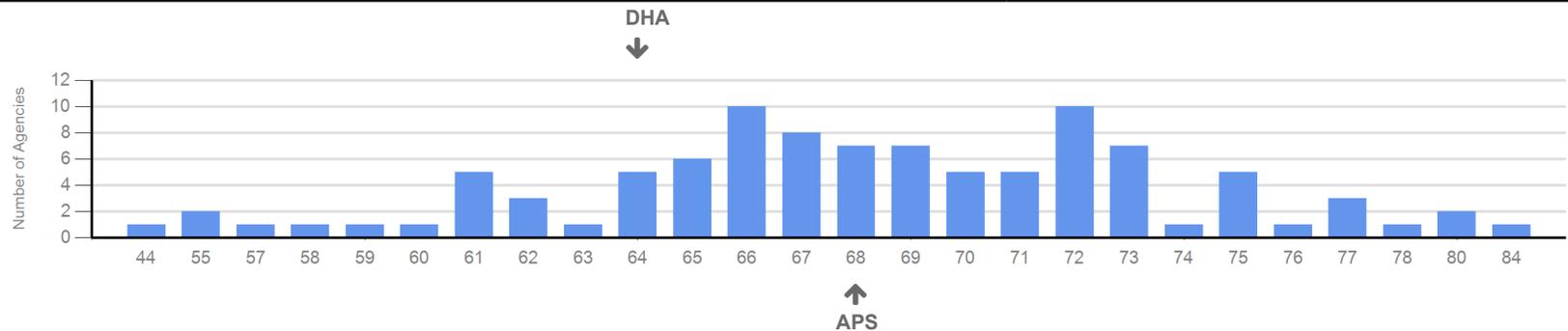
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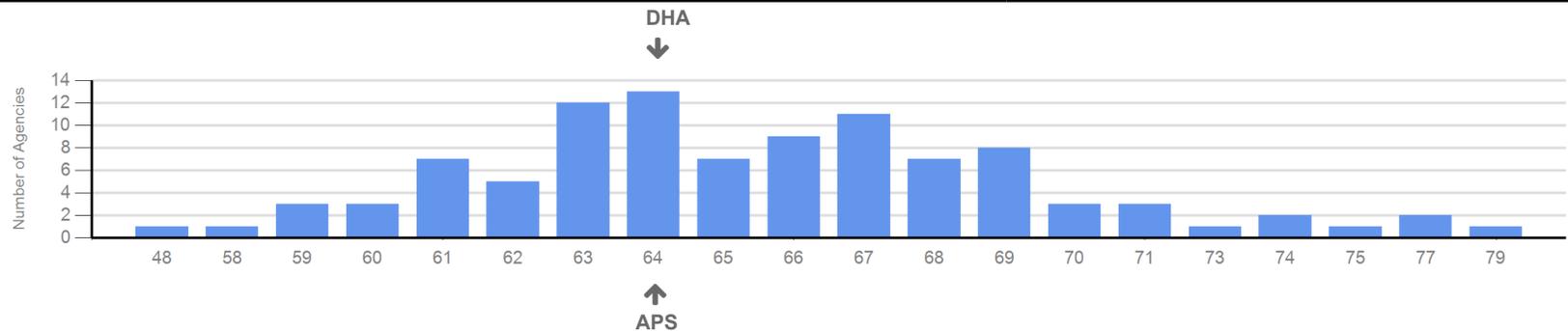
### Communication Index

Ranking : 80th of 100



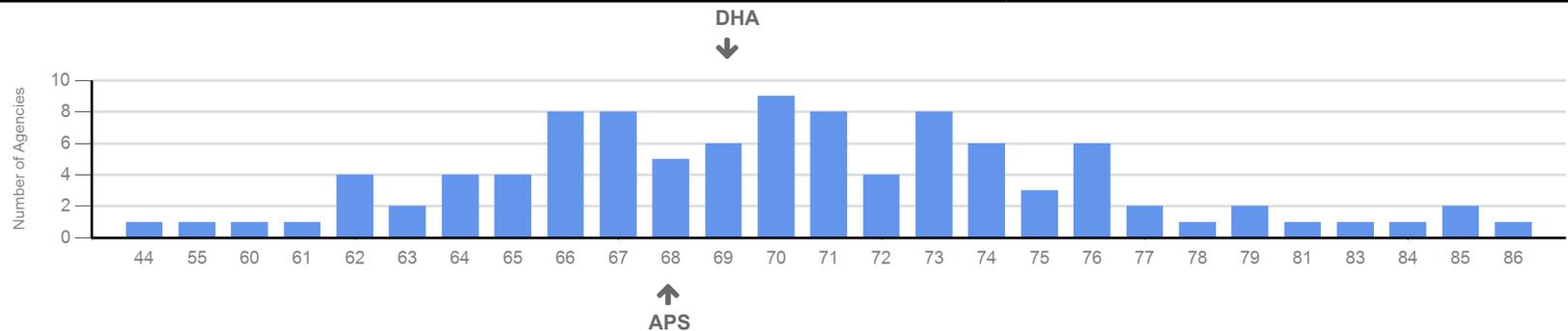
### Enabling Innovation Index

Ranking : 60th of 100



### Wellbeing Policies and Support Index

Ranking : 60th of 100



# SUGGESTED QUESTIONS TO FOCUS ON



## WHAT TO FOCUS ON?

THROUGH DRIVER ANALYSIS, THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR AGENCY AND ASSOCIATED WITH EMPLOYEE ENGAGEMENT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.

		AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>.1</b>	My agency supports and actively promotes an inclusive workplace culture			<b>82%</b>	+8	+3	+3	+4
<b>.2</b>	My agency inspires me to come up with new or better ways of doing things			<b>56%</b>	+1	+7	+5	+4
<b>.3</b>	I am satisfied with the recognition I receive for doing a good job			<b>59%</b>	+1	-7	-8	-10
<b>.4</b>	Where appropriate, I am able to take part in decisions that affect my job			<b>65%</b>	0	-4	-6	-7
<b>.5</b>	I think my agency cares about my health and wellbeing			<b>63%</b>	+9	+2	-3	-2
<b>.6</b>	My SES manager encourages innovation and creativity			<b>57%</b>	0	-7	-5	-8

# DHA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
I am aware of DHA's guiding principles	87			87%	-
I can see a clear link between my work and DHA's objectives	91			91%	+1
DHA recognises employee effort and contribution to the organisation effectively	53	24	23	53%	+9 ⬆️
In DHA, workgroups readily seek advice and share information with others	56	25	19	56%	+3
My immediate supervisor actively promotes and supports flexible ways of working in my workgroup	83			83%	+6 ⬆️
My immediate supervisor demonstrates personal responsibility and accountability for delivering outcomes	81			81%	+7 ⬆️
Senior leaders demonstrate behaviour in accordance with the APS Values and Code of Conduct	71			71%	+6 ⬆️
Senior leaders consult with employees before making decisions that directly impact us	37	30	34	37%	+4
Senior leaders follow through and action decisions	49	34	17	49%	+3
DHA provides adequate platforms for employees to raise their opinions and be heard by senior leaders	49	29	22	49%	+2

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# DHA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
I feel confident that my feedback will be heard and considered by the senior leaders at DHA	41	29	29	41%	+1
Senior Leaders actively engage in changes happening across the business	54	28	18	54%	-
Managers in my business area are invested in improving people's experience of change	63	23	14	63%	-
Managers in my business area are taking steps to improve the culture for our team	68	20	12	68%	-
Overall, DHA's culture is heading in the right direction	58	24	18	58%	-

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# TIME TO TAKE ACTION


CELEBRATE

What things do we do well?

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THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.


INVESTIGATE FURTHER WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

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HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?


OPPORTUNITIES

Areas we need to focus on and turn into action plans:

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WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.

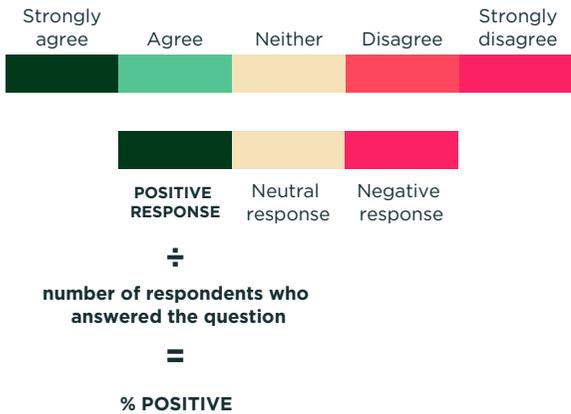
PRIORITISE 3 AREAS TO TAKE FORWARD

	PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET/SUCCESS MEASURE
1					
2					
3					

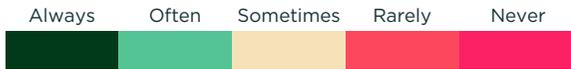
# GUIDE TO THIS REPORT

## % POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE" OR "ALWAYS" + "OFTEN") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



FOR 5 POINT SCALE QUESTIONS NOT ASKED ON THE *AGREE TO DISAGREE* SCALE THE SAME RULES APPLY, THE GREEN PERCENT REPRESENTS A **POSITIVE RESPONSE** (UNLESS THE QUESTION IS NEGATIVELY WORDED).



## ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## ANONYMITY

IT IS BEST PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OF RESPONDENTS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS WILL NOT BE SHOWN WHERE THERE ARE LESS THAN 10 RESPONDENTS IN A GROUP.

## COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS WITH TIME SERIES DATA.